



BARCELONA GREEN DEAL

A NEW ECONOMIC AGENDA FOR BARCELONA

JAUME COLLBONI

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JAUME COLLBONI, FIRST DEPUTY MAYOR

Ours is the time for cities and metropolitan regions. We live in a world where the digital revolution has changed our values, the way we are, the way we act and relate, and at the same time on a planet that shows obvious symptoms of exhaustion and demands radical changes in order to face an environmentally and socially just transition in line with the goals of the 2030 Agenda set by the United Nations.

Barcelona cannot be oblivious to the world's major debates, it must be a protagonist.

Barcelona must have its own voice, it must establish alliances with institutions, citizens and civil society, and with the rest of the cities in the world in order to express the voice of an open, plural, ambitious and enterprising society. We have done so throughout our history, and we have all the elements to do it again and project a new decade of shared progress.

Barcelona is a wonderful city in all its dimensions. With lots of challenges, concerns and above all a bright future. A city that needs to take a metropolitan leap so we can address the challenges we face over the next decade efficiently.

This document explains new economic agenda for Barcelona. Because the city is also an economic reality.

This economic reality requires looking to the future with ambition again, with an agenda for shared economic progress that is socially just, environmentally responsible and with the capacity to generate alliances between citizens, institutions and civil society.

At the same time, in each of the great challenges we face as a society, there is an economic opportunity if we are able to approach it with ambition.

And for that, my friends, the city needs a plan. A plan that involves two things: a new economic agenda for the next decade and a pact between civil society and the Administration in order to carry it out and promote the creation of quality jobs in Barcelona.

We are living in an age of a paradigm shift in the digital era. I am talking about an integral transition where information is energy, data is oil, rights and franchises become fossil fuels; an age where training and research are basic infrastructures, markets are liquid and global, and competitiveness has to be fought on a daily basis.

We are experiencing a paradigm shift as huge as that which led to the appearance of the printing press almost 600 years ago.

For all those reasons we need a broad socio-economic pact to deal with it successfully.

This is our BCN Green Deal, an open roadmap for all economic and social actors to outline the main strategic lines that have to guide the city's economic future and its municipal momentum.

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BCN GREEN DEAL: 10 PRIORITIES AND 38 MEASURES FOR THE NEXT DECADE

An agenda for achieving the BCN Green Deal, which consists of 10 priorities and 38 measures designed to strengthen the city through competitiveness, sustainability and equity, that today I am opening up for public debate and calling for your help in carrying it out, as Barcelona has done before on bi occasions.

IN TERMS OF COMPETITIVENESS:

- **PRIORITY 1: ENTREPRENEURIAL CITY**
- **PRIORITY 2: DIGITAL CAPITAL**
- **PRIORITY 3: CITY OF TALENT**
- **PRIORITY 4: BARCELONA OPEN TO THE WORLD**

IN TERMS OF SUSTAINABILITY:

- **PRIORITY 5: CIRCULAR AND VALUE ECONOMY**
- **PRIORITY 6: NEW POLES OF ECONOMIC ACTIVITY**
- **PRIORITY 7: THE VISITOR'S ECONOMY**

IN TERMS OF EQUITY:

- **PRIORITY 8: A MORE SOCIAL AND SUPPORTIVE ECONOMY**
- **PRIORITY 9: SMALL ECONOMY TO MAKE THE CITY BIG**
- **PRIORITY 10: GOOD EMPLOYMENT: QUALITY AND EMPLOYABILITY**

IN TERMS OF COMPETITIVENESS:

PRIORITY 1: **ENTREPRENEURIAL CITY**

The first priority is to make Barcelona a city that facilitates economic activity. A city that is friendly to business, companies and entrepreneurship; to both the big economy and the small economy.

Today, a company is set up in Barcelona in an average of 48 hours, but there are more elements that need to be addressed which can make it difficult for a company to become operational in Barcelona.

In short, we want the city of Barcelona to become a free zone for entrepreneurs, companies and freelancers during their first years of activity.

MEASURES:

1. BARCELONA EASY PLAN

We will promote a reduction in the formalities and barriers to the economic activity of businesses, professionals and the general public, in order to encourage and facilitate anyone with an idea being able to develop it in the city.

In that sense, we will join Barcelona to the Single Business Window and launch our own Single Business Portal with the aim of simplifying, streamlining and improving efficiency in the city-administration relationship.

2. ZERO TAXES FOR ENTREPRENEURS

From this January, new entrepreneurs and freelancers will not have to pay the economic activity start-up rate for their first year of activity in the city. This is a measure that can help these professionals take the first steps and start their activity.

In the same vein, in order to foster the growth and consolidation of self-employment, we will increase the million euros per year of the Llança't programme, which was launched during the 2015-2019 term of office with the aim of subsidising the costs of municipal taxes, Social Security and management expenses for these professionals during their first year of activity.

PRIORITY 2:

DIGITAL CAPITAL

The second priority is without a doubt the Barcelona's digital capital status. Maintaining it, promoting it and protecting it.

We are a leading city in the digital world. In 2019 we were the fourth most innovative city in Europe and the third favourite for initiating a start-up, according to the prestigious StartUp Heatmap Europe. The ICT sector is approaching 60,000 jobs in the city, which is a solid increase over the last 6 years. It represents 5.5% of the jobs and about 4% of the business fabric in the city.

In the eyes of the world we are the digital and entrepreneurial epicentre of our country and we must take advantage of this strength in order to build our economic model for the future, increasing the city's digital capacity, promoting new spaces to foster the digital economy and ensuring that Barcelona can continue to count on the Mobile World Congress beyond 2023.

In that sense, we must also consider technological humanism as a key concept which should help us to understand that technology must be used to respond to both the everyday problems and the major issues facing a city like Barcelona.

A first step in achieving this is for technological innovation to be based on a public ethic that encourages and empowers citizens, and does not make them a passive subject that can void their freedom or creativity.

Within that priority, we need to ensure people's digital rights are safeguarded, and that technologies with an ever-increasing impact, such as artificial intelligence or big data, really serve to improve public services and not generate new inequalities.

All these elements must come together at the heart of our economic agenda, being one of the spearheads of our economy and, at the same time, acting as a transforming engine for all the city's sectors.

MEASURES:

1. **DIGITAL ECOSYSTEM: WE WILL TRAIN 3,000 DIGITAL PROFESSIONALS IN THE NEXT 5 YEARS**

Our ecosystem requires a larger number of people with advanced digital capabilities that the city cannot provide (web programmers, big data analysts, video game designers, virtual reality or encryption experts, among others).

In that sense, we will launch a large-scale initiative to train digital talent as one of the largest initiatives to boost digital capital. We will train 3,000 new digital professionals in the next 5 years, through an ambitious initiative, the IT Academy, promoted through Barcelona Activa and the Cibernàrium digital training centre, and relying on the private sector as well. It will be a programme for young entrepreneurs but also reskilling professionals from other sectors who want to retrain in the digital world.

This is a fundamental aspect for Barcelona. Digitisation is a constant feature in the life of the city and, as such, we must make sure that it is at the service of the people and not the other way round, with public action that prioritises the general interest and ethics faced with technology's ever-increasing influence.

2. **NEW SPACES FOR THE ECONOMY AND ENTREPRENEURSHIP**

Digital capital in terms of innovation needs continued support from the public authorities to establish new spaces that facilitate economic activity in the city.

To do this, through Barcelona Activa and other operators, we will open three new spaces for economic activity during this term of office:

- Palo Alto
- Lluís Companys Stadium
- Olympic Port

All three will be spaces that need to be opened up to collaborate with civil society, targeting different economic sectors, through a call to join these projects.

3. MOBILE WORLD CAPITAL: A FUTURE BEYOND 2023

We cannot talk about digital capital, without referring to one of the key elements of our global positioning, which the Mobile World Congress has been. This is an example of what Barcelona can achieve when it combines ambition, inter-agency collaboration and the support of civil society.

We want the city to give its best during the Mobile World Congress.

But carrying on in the same way is not enough. We will work on our bid for Barcelona to continue hosting this event beyond 2023 so that, on an external level, we can assure our global positioning in this area and, on an internal level, we can continue to strengthen the digital economy at a local level. This is an initiative that we will lead in collaboration with all the institutions promoted by the Mobile World Capital Barcelona Foundation.

PRIORITY 3:

CITY OF TALENT

Year after year, companies and society have realised that talent is the key element of our economy.

Like other countries, the strength of our economy is not in oil or natural resources. The strength of our economy lies in the people. In our capacity to train, attract, retain and host the talent that exists in society, in our educational and research centres, in start-ups or large companies.

Digital transformation, globalisation, climate change or an ageing population are factors that are transforming our societies and economic models, and the talent of the future will need to have the necessary knowledge and skills for responding to these challenges.

We must put at the centre of all municipal policies those public and private initiatives that foster the generation, attraction and promotion of talent, promoting a series of actions distributed around what we could call the talent "life cycle".

MEASURES:

1. GLOBAL DRIVE FOR TALENT

Barcelona City Council wants to make a structural commitment to talent, a concept that starts from people potential as a driver for social innovation and business competitiveness, for the creation of quality, inclusive employment that promotes the social progress.

In order to do this, we will promote a specific government measure that strengthens and values the partnerships needed to generate, develop and attract talent to the city, and which also links talent promotion with the values of the Barcelona brand, as a benchmark destination for carrying out life and professional projects.

2. RETURN PLAN

Apart from the importance of generating and retaining talent in our city, we must also make a commitment to attracting and bringing back the talent that has escaped. To do this, we will promote a talent return plan, which will allow us to encourage young people under 35 who emigrated, especially because of the economic crisis, to come back.

By means of this plan, we anticipate that it will be possible to start promoting the return of hundreds of young people who we have already identified as interested in being able to return to Barcelona, by making their immigration experience a valuable contribution both professionally and culturally for the city, and offering them a portfolio of services tailored to their needs or interests.

3. INTERNATIONAL TALENT WELCOME OFFICE

We will launch the International Welcome Desk or Centre, to provide face-to-face care for international talent, which will be located in the MediaTIC building, in the heart of 22@, together with the Business Support Office.

This space will become a powerful one-stop shop for international professionals upon their arrival in Barcelona, to facilitate all types of municipal procedures and also to get advice on aspects related to social and community life in the city.

This will reinforce a comprehensive, 360-degree strategy, which also encompasses Barcelona International Community Day, the annual event with more than 4,000 attendees that welcomes international professionals and helps them settle and integrate in order to become new Barcelonians.

4. A COMMITMENT TO TRILINGUALISM

We will make a commitment in relation to the command of English in the Administration, not only for those who visit us, but as a critical tool for combating obsolescence and as an element that adds value in various aspects.

In that regard, we will promote the possibility of carrying out municipal formalities in English, as well as training in English for municipal staff and the inclusion of English as a positive feature in the system of accessing the public administration.

PRIORITY 4:

BARCELONA OPEN TO THE WORLD

The fourth priority has to do with our ability to project ourselves to the world as a global city.

This is our ability to generate new concepts, project a vision, values and at the same time seek international opportunities.

Barcelona's differentiated positioning is a lever for the future, so we can create favourable perceptions with regard to establishing new economic activities in our region, encouraging companies to set up here, internationalising the economy or enhancing the feeling of belonging and public esteem.

To achieve all this we will double our efforts in our international projection, with the aim of making Barcelona a city that is even more open to the world.

MEASURES:

1. INTERNATIONAL ECONOMIC PROMOTION PLAN

We will foster a new international economic promotion strategy, which sets out the city's priorities in terms of city promotion, international connectivity and municipal actions in search of economic opportunities and investment abroad, in a joint initiative with civil society.

2. BARCELONA BRAND: A CITY STRATEGY

The start of 2019 saw the presentation of the brand book *Identity and Positioning of Barcelona. A new story*, as a result of the participatory process with local and international agents for co-creating the new Barcelona story. This process gave rise to the new branding and signature idea *Always Barcelona*. Similar processes were also driven by other global cities with *I Love NY*, *Be Berlin* or *I Amsterdam*.

With the new city-brand story defined, we must now build the reputation we want for our city, an ongoing, collective task that we will drive by developing a Barcelona brand-specific plan, which is a very important asset for our economy. We will do this with the entities that sign the "Memorandum of Understanding for the Identity and Reputation of Barcelona": Port, Airport, Mobile World Capital Foundation, FC Barcelona, Barcelona Metropolitan

Area, Barcelona Provincial Council, Acció, Barcelona Global, Fira de Barcelona and the Barcelona Chamber of Commerce.

We will also be running an international campaign to spread the new Barcelona story, with a focus on key pillars with segmented messages and supported by pillars such as connection, talent and initiative.

We will also be promoting a city-brand resilience barometer to measure the evolution of international perception and city positioning in relation to possible external impacts.

3. BARCELONA AND INTERNATIONAL AMBITION

The City Council, together with civil society initiatives, will promote the creation of new tools for public-private partnerships, such as an International Investment Attraction Agency for going abroad in search of those companies that want to move to Barcelona and to facilitate and accompany their landing process in the city.

We want to go boldly in search of the best in technology and the business ecosystem, to convince them that Barcelona is one of the best places in the world to locate the headquarters of their companies.

4. BARCELONA WEEK

In order to have a presence all over the world, in those places that we consider to be strategic from the point of view of economic opportunities, we will promote big economic and business missions, with high-scale institutional representation and also with the involvement of different sectors of the city, which will allow us to enhance the promotional impact of these economic diplomacy initiatives.

These big missions, the "Barcelona Week" missions, should be promoted on an annual basis, taking advantage of the organisation of a commemorative, cultural or sporting event, within the framework of Barcelona's strategic markets.

IN TERMS OF SUSTAINABILITY:

PRIORITY 5: **CIRCULAR AND VALUE ECONOMY**

Barcelona has just approved a Declaration of Climate Emergency, with a series of measures that mainly provide ecological solutions, such as the Public Energy Agency or the Low Emission Zone.

We need to put forward alternatives to prevent the climate emergency from becoming an emergency that creates new social or competitiveness inequalities. This is one of the key areas that we are committed to through the BCN Green Deal.

The necessary ecological transition we must face must also be read in terms of opportunities for economic growth and creating new employment. We need measures that guarantee the creation of sustainable wealth over time, with the environment, and which generate social cohesion, in what must be a decisive action for the transformation of our economy.

The Ellen MacArthur Foundation's recent study, "Completing the Picture - How the Circular Economy Tackles Climate Change", demonstrates the role of the circular economy in reducing greenhouse gas emissions, emphasising how crucial renewable energy systems are, but also how they only address 55% of the challenge of climate change, and the rest of the problem comes from the way we manufacture and consume products and food. Therefore, fighting climate change also requires the transformation towards a new, productive consumption model that is more social, more digital and, in short, more circular.

We need to generate wealth and economic growth that is sustainable over time and with the environment, in order to generate social cohesion as well. Because talking about climate change also means talking about equity, because those who generate the least emissions are the ones who suffer the most.

In order to achieve this, we will promote a package of measures in economic terms, to transform our productive model, aligned with the 2030 Agenda and with the Sustainable Development Goals.

MEASURES:

1. 2020-2030 ECONOMY STRATEGY FOR SUSTAINABILITY

We will shortly be introducing a 2020-2030 strategy to promote what we call a sustainability economy, holistically oriented, that incorporates specific actions also inspired by international experiences, articulated around three sequential and complementary action vectors:

- a. *Taking the brake off* and raising bureaucratic, administrative and cultural barriers which, at this time, represent obstacles to investment in the green economy. For example, we will review the set of administrative procedures that must be followed at present in order to make investments in improving energy efficiency. Investments that, on an aggregate scale, generate economic activity and employment.
- b. *Accelerating* the decision-making process of individuals and companies that want to invest in energy efficiency, creating incentives that speed up change and increase impacts in terms of sustainability, but also in terms of generating economic activity and employment.
- c. *Regulating* (obliging), so that any new economic activity wishing to settle in the city is aligned with the values of sustainability and current activity adapts to the new environmental paradigms.

2. BESÒS ECODISTRICT

We will develop the Besòs Axis as the city's new green axis, to give a new impetus to economic activity and employment linked to innovative industrial activity (industry 4.0) and to the ecological transition.

This Besòs Ecodistrict must be a catalyst for "green" economic activity, innovation, knowledge and talent, which we will articulate around two economic hubs:

- The northern hub, as a space to bring together industrial SMEs that are committed to industry 4.0, to the green and circular economy which create quality and value-added employment.
- The southern hub, coinciding with the Besòs Campus promoted by the UPC and the Besòs Consortium, as a hub for knowledge, research, innovation and entrepreneurship linked to the green economy. A space where, in the coming years, we plan to create a new incubator for "green" start-ups that can take full advantage of the talent and innovation potential the Besòs Campus will generate and link it to the city's economic and business ecosystem.

3. CREATION OF AN INVESTMENT FUND FOR THE "BARCELONA, GET SUSTAINABLE" PROGRAMME

Among the acceleration measure packages that are part of the new BCN Green Deal strategy – and which we agreed upon a few days ago in approving the Barcelona City Council budget for 2020 – I would like to highlight the creation a fund of up to €50 million that must act as a lever for private investment, as well as a co-investment instrument with other funds from other administrations and private sources in order to move forward in speeding up this transition.

Not only will this fund mobilise financial resources for productive investment, facilities and housing, it will also indirectly accelerate the consolidation and growth of companies working in the broader energy and sustainability value chains, which will be an element in generating employment, in quantitative and qualitative terms.

4. STRATEGIC AGREEMENT FOR THE PROMOTION OF THE SOLAR ECONOMY AND ENERGY REHABILITATION

We also need to boost photovoltaic power generation and energy rehabilitation by giving a boost to associated economic activity.

To do this, we will activate two lines of action: an internal one of the municipal government (in terms of taxation) and another with which we will work to reach a strategic agreement with the economic sectors of photovoltaic power generation and energy rehabilitation, in order to foster energy communities, new operating agents, and especially the generation of employment profiles in this field.

PRIORITY 6:

NEW POLES OF ECONOMIC ACTIVITY

Urban planning policies are a fundamental tool for generating new hubs of economic activity, adapting parts of the consolidated city and generating economic fabric, from close proximity.

To this end, we will make a commitment to create clusters in the fields of digitalisation, innovation or industry 4.0, combining these two elements, urbanism and economic activity, just as the city did with 22@, for example, (surely the last moment when Barcelona was able to transform itself on a large scale with an economic vision of progress).

With regard to the binomial of urbanism and economic activity, we must also take into account infrastructure and its local and international economic impact, with the aim of improving connectivity and our competitiveness as a city.

However, within this strategy of interconnecting urban planning with the economy, we will be mindful of the opportunities that are opening up in the creative industries sector (design, video games, digital publishing, advertising, etc.), an area which already has 145,000 jobs in the city and which has created 43,000 in the last 6 years.

The creative industries encompass a wide range of activities that contribute intensive creativity to technological and economic processes and which, by definition, are a powerful vector of the traditional economy. An important part of the key to driving them will lie in the ability we have to link our economic vision with the urban vision of the city.

MEASURES:

1. ECONOMIC VISION IN THE CITY'S URBAN DEVELOPMENT

We will tackle the major urban changes, in order to provide them with an economic dimension, moving this logic to key areas such as the Olympic Port, the 22@ district, the Free Zone or the large infrastructures that the city will be pressing ahead with this decade.

2. JOINT STRATEGY BETWEEN URBAN PLANNING AND ECONOMIC PROMOTION

In order to move from the economic strategy to implementing urban projects with greater efficiency, paying joint attention to economic development initiatives in the city, we will define a joint urban development and economic promotion strategy, beginning with the 22@ district, given its particular uniqueness and the fact it is a key sector for strengthening Barcelona's potential with regard to the technology sector.

3. A NEW IMPETUS TO INDUSTRIAL ESTATES

We will roll out a plan of grants and subsidies for the industrial estates, with important transformations in places such as the Torrent d'Estadella, Verneda Industrial, Bon Pastor and other sites.

And we must also increase the urban character of the Zona Franca through urban planning, maintaining productive activity in that area but, at the same time, increasing tertiary uses, with a commitment to industry 4.0, the ecological transition or 3D printing.

4. A STRATEGY TO REDEVELOP THE CITY CENTRE

We will review the urban planning instruments that are necessary in order to promote a city centre redevelopment strategy, with the aim of introducing new spaces for economic activity into the centre of Barcelona that fulfil a three-fold premise: they are local, pioneering and innovative.

5. A BCN INFRASTRUCTURE AGENDA FOR COMPETITIVENESS

We will work to ensure that the Spanish government shares our agenda on Barcelona in the field of infrastructure, in order to improve our connectivity and competitiveness, addressing the following key elements:

- Completion of the La Sagrera and High Speed railway junction.
- Investment to improve the Rodalies commuter network.
- Greater and better connectivity: a sustainable port and airport.
- The Mediterranean Corridor.

6. A CLUSTER OF CREATIVE INDUSTRIES

The creation of a cluster of creative industries in the city, in order to facilitate internationalisation and make the most of its transformative potential over the local economy as a whole, is a first-rate opportunity for the future. Looking at 22@ north, we will turn the Design Hub Centre at Les Glòries into a space for creative and business promotion around the creative industries, such as design or fashion.

We will support this initiative by promoting policies designed to revive the sector, such as the creation of a large international trade fair on creative industries, which will facilitate the growth and consolidation of medium-sized companies in Barcelona, as well as the creation of new spaces to enable Barcelona to become a project-exporting city.

7. A BLUE ECONOMY CLUSTER

The transformation of the Olympic Port, which we will promote to reclaim it as an attractive space of activity for everyone, also represents an opportunity to generate a cluster dedicated to the blue economy, where all those related innovative initiatives are developed with the nautical world, sustainability, trade, catering or services linked to the maritime sector.

PRIORITY 7:

THE VISITOR'S ECONOMY

Barcelona is debating two possibilities: to become a tourist city or to be a city with tourism. And, obviously, I think that we want to be a city with tourism: a city for which tourism is an ally.

This is a debate taking place throughout Europe because, leaving aside wealth and job creation, the oversaturation in some central areas of many cities has led to obvious alterations in the local *modus vivendi*, contributed to rising prices and led to more environmental conflicts.

These days tourism is an undeniable reality. In that sense, we need to differentiate between congress delegates, trade fair visitors, expatriates, relocated artists and weekend tourists. Barcelona, for example, has millions of visitors for work reasons every year.

So, if we speak badly about tourism and our visitors, we only speak badly about Barcelona.

It is therefore essential to manage the various flows of visitors according to city criteria, in each case having a clear offer, concrete proposals and the maximum capacity to anticipate conflicts that may occur, being a city that wants to be visited by many people.

We need to make sure that the 150,000 visitors we receive every day feel part of Barcelona, as if they made up the eleventh district of the city, and that the residents appreciate the essential value that the visitors we receive give us.

MEASURES:

1. GREATER CONTRIBUTION OF VISITORS TO THE CITY AS A WHOLE

One of the goals we set ourselves is to increase the contribution tourism makes to Barcelona. Every year, more than 18,000,000 visitors stay in the city, which generates wealth in our economy, but they also use our public services, from cleaning to security, which also forces us to control them as well as illegal tourist accommodation and coexistence challenges that the City council must mitigate through its public services.

In order to achieve this, it is essential to increase the contribution of visitors, just as other European cities like Amsterdam, Berlin, Rome or Paris do.

For that reason, we have agreed with the Generalitat to create a surcharge for the so-called tourist tax, which will be used to improve promotion, provide new management tools, invest in better public services for the whole population and also improve the city's potential in digital or cultural matters, among other issues.

2. EXPANSION OF THE CITY'S TOURIST SPACES WITH A METROPOLITAN AND COUNTRY VISION

Just as Barcelona will be economy and culture or not be, so it will be metropolitan or not be. That's why I suggest to you that Turisme de Barcelona, one of the biggest exponents of public-private collaboration, is an institution we must "metropolitanise".

To handle the tourism challenge, we need to be able to project ourselves to the world by expanding the city's tourist perimeter and diversifying our offer beyond the heritage icons that have given us extraordinary worldwide recognition. We will therefore encourage and help the creative industries, culture, sport, research and the region to create new tourist spaces, new concepts, which will attract maximum interest from the people of Barcelona and, at the same time, become new centres of attraction so our visitors also become part-time Barcelona citizens.

3. TOURISM AND CULTURE FUND

We will create an economic fund to stimulate production or import of new cultural content, as long as this supposes and implies an exemplary culturising value.

This fund must be developed in collaboration with civil society, following a tradition of complicity and patronage that has allowed Barcelona to launch such important cultural institutions as the MACBA, the Miró Foundation or the Tàpies Foundation and maintains the flame of private initiatives as successful as the Vila Cases or Egyptian Museum artistic projects, to cite just a few reference examples.

IN TERMS OF EQUITY:

PRIORITY 8: **A MORE SOCIAL AND SUPPORTIVE** **ECONOMY**

The social and solidarity economy is becoming increasingly visible and recognised as an important contribution to the economy of Barcelona as a whole. (It is estimated that it now accounts for 7% of the city's GDP and 8% of employment).

Beyond activities that have unique legal forms, such as cooperatives or mutual societies, this is an economic and business field that pays close attention to principles that are fundamental from the point of view of social justice and that also help define the values we defend as in the city: sustainability, equity, inclusion, economic democracy, etc. Therefore, it is an economic field that is especially interesting for public policy.

We want a strong social and solidarity economy that is integrated into the economic fabric, contributes the best to the city's economy and can be enriched by mixing and joining with other economic players.

1. SOCIAL AND SOLIDARITY ECONOMY STRATEGY

Through a shared impetus with the federations and fabric of companies and entities that represent the diversity of families in the social and solidarity economy, we will develop a 2020-2030 city strategy where we define the course and priorities in this area for the coming decade.

This strategy must set out many of the challenges and opportunities common to the whole economic fabric (digitalisation, work quality, the platform economy, the ecological transition, etc.). We want to ensure the growth of this area in the city without losing sight of its specific values, by consolidating municipal policies and services, as well as promoting new reference infrastructures such as the one that is likely to be the largest cooperative incubator in Europe, at the Can Batlló complex.

2. SUSTAINABLE FOOD CAPITAL

In 2015, together with 200 other cities around the world, Barcelona signed the FAO-inspired Milan Pact, in which we pledge to work for new sustainable, healthy and fair agri-food models around the world.

Barcelona will be the World Capital of Sustainable Food in 2021, hosting the Milan Pact World Summit, which represents an opportunity to set the agenda for cities within this area. Therefore, throughout 2021, food will be a central theme of our city in a proposal where we want to involve civil society based on a triple vision:

- The need to deal with the health problems arising from our changing diets and food.
- Rethinking our agri-food model, which is responsible for between 20% and 30% of the emissions that cause climate change.
- Taking advantage of an economic opportunity: especially for the agri-food sector and the local trade and catering sector, as there is an increasing demand for local products and for direct producers, with ecological criteria.

PRIORITY 9: **SMALL ECONOMY** **TO MAKE THE CITY BIG**

Shops, restaurants and local amenities are the economic body and soul of the city. These sectors integrate what we can call the "small economy", a space that is key in terms of economic weight and creating employment but which is also crucial in shaping the structure of the city. That is why we say these sectors are not only part of Barcelona's history and DNA, they also play a key role in the city model that we want to project into the future.

Given this situation, we are aware of the challenges facing the retail sector at present: new forms of marketing (e-commerce), changes in consumer habits (especially those of young people), a lack of professionalism and digitisation in shops, mainly of the smaller ones.

We must make a decisive contribution to strengthening the retail trade and restaurant services, generating synergies between the two sectors and the 43 municipal markets that make up one of the services most appreciated by the general public and which are a source of pride for the city. And we have to do it with the sector itself, moving forward in the parameters of competitiveness and sustainability.

MEASURES:

1. CREATION OF THE COMMERCIAL AND CATERING OBSERVATORY

With the launch of the Barcelona premises census, which enables us to identify and keep up-to-date information on all the activities that take place in Barcelona, we will also be able to obtain information on empty premises. This measure will, therefore, serve to detect opportunities and shortcomings for economic operators as well as preserve the city's urban and commercial model through public action.

2. PROMOTING A PLANNING CULTURE IN THE COMMERCIAL AND CATERING SECTOR

We will support shopping hubs and retail associations so they all have their own strategic plan, offering them model plans with a specialised range of plans and programmes adapted to the retail and catering sectors, and supplementing those with financial help to promote and strengthen the hubs and associations.

3. STRENGTHEN AND INNOVATE IN PUBLIC-PRIVATE COLLABORATION BY SETTING UP THE FIRST URBAN AND ECONOMIC PROMOTION AREAS (APEUS) IN CATALUNYA AND SPAIN

The future of commerce and other local activity and services unavoidably lies in importing and adapting Business Improvement Districts (BIDs) to our cities.

There is ample private and political consensus in favour of the APEUs and a Catalan government bill that will provide the regulatory protection that we lacked last term when the two pilot tests in Sant Andreu and El Born began. For this reason, thanks to Fundació Barcelona Comerç, Barcelona Oberta, and the rest of the commercial sector of the city, we will once again thread the needle to make this magnificent expression of public-private partnership a reality.

4. LAST MILE STRATEGY

We will design a strategy, from an efficiency and sustainability perspective, and in collaboration with the sectors involved in the emergence of last-mile transport platforms.

We will consider the need to implement state-of-the-art freight distribution centres, the use of zero-emission vehicles and smart transport technologies, as well as the possible application of fiscal measures to reduce the impact of negative external factors arising from physical home distribution by large companies, to help strengthen local commerce.

5. CONTINUE TO STRENGTHEN AND MODERNISE THE NETWORK OF MUNICIPAL MARKETS

We have completed the redevelopment of 28 of the 40 markets in the city network, with the opening of the Bon Pastor and Vall d'Hebron markets and the reopening of Núria Market, and we are continuing with the remodelling of Sant Andreu and Abacería de Gràcia. In addition, the Montserrat and Horta markets are at the study and preliminary design stage, and we are initiating future studies at Galvany.

We are committed to carrying out actions aimed at maintaining municipal market competitiveness, in areas such as digitisation, introducing e-commerce, extending opening times and the home service, among other services, and making use of new technologies.

We will continue to promote markets as the central points in the neighbourhoods, where leisure, social, cultural and gastronomic activities allow them not only to be the commercial driving force in their locality but also meeting points that give social cohesion to the neighbourhoods. And, needless to say, we will work with market traders to reduce their environmental impact, in terms of energy and the use of plastic.

Lastly, it is worth noting work these local facilities do as a benchmark for promoting and distributing healthy and sustainable food, and which will play a significant role in Barcelona Capital of Sustainable Food in 2021.

6. THE PROTECTION OF EMBLEMATIC SHOPS

We will tackle the protection of emblematic shops, which are a symbol and expression of Barcelona's identity, by working with the retail sector. That allows us to design strategies combining tradition and innovation.

PRIORITY 10:

GOOD EMPLOYMENT: QUALITY AND EMPLOYABILITY

Quality employment is essential in ensuring decent living conditions, a strong and cohesive civil society, and also a Barcelona that offers a good work-life balance.

The fight against inequality and the defence of social rights, diversity, feminism and shared economic progress are part of the programmatic principles on which the city government wants to centre its action.

These principles are especially relevant in relation to employment policies, in terms of creating quality jobs and improving people's employability, which requires economic and competitive progress, as only in this way will it be possible to have an impact on reducing inequality and guaranteeing social rights.

In recent years, working conditions have become increasingly insecure, affecting all sectors and increasing the vulnerability of working people. Therefore, we need to implement measures that promote better jobs, in terms of better quality and better employability.

MEASURES:

1. PROMOTING QUALITY EMPLOYMENT: AGREEMENT FOR QUALITY EMPLOYMENT IN BARCELONA

We will promote an Agreement for Quality Employment in Barcelona, in order to agree specific policies and measures with the unions and city's socio-economic players, as well as networking with organisations that collaborate in initiatives for improving people's employability and getting them into work.

In that sense, we will also relaunch the debate on the minimum wage, accompanying it with measures that necessarily take into account the evolution of the cost of living, in terms of equality, stability and quality of employment. Among others, we must also specify measures for promoting better quality employment with regard to new forms of employment (platform economy), which are committed to wage recovery and reducing the pay gap.

2. NEW SOCIAL CLAUSES FOR PROCUREMENT

We want to opt for those economic sectors that create quality employment. To that end, we will take more steps to include social clauses in public procurement, both as an element of job creation for vulnerable groups, and from the point of view of guaranteeing compliance with quality standards in employment or gender equality, to combat work instability from the public sector.

3. MORE SUPPORT FOR PROCESSES TO IMPROVE EMPLOYABILITY AND CARE FOR PEOPLE

Economic transformation must be accompanied by transforming and adapting people's skills. We will therefore strengthen and improve the processes of supporting and improving the employability of the groups that need it most, putting the emphasis on continuous adaptation to technological changes and the demands of the world of work.

We will do this by launching a new integrated employment service model that covers occupational guidance, intermediation, the office model and the technological applications required for more integrated action, and we will design an information system for employment in the city.

4. A NEW AGREEMENT WITH THE EMPLOYMENT SERVICE OF CATALONIA (SOC)

We will work to reach a new agreement with the Employment Service of Catalonia (SOC), which will allow us to speed up the creation of a consortium for managing competences in planning, managing and implementing active employment policies.

A JOINT WAY TO MAKE A CITY: JOIN FORCES X MULTIPLY, THE NEW PUBLIC-PRIVATE PARTNERSHIP

In order to address a global response to building a strong, powerful, dynamic, benchmark city like the one I have set out, it is imperative that we work together with private players and aligned goals, in order to move forward in the mid- and long term.

A public-private partnership that will require stability and clear governance frameworks with efficiency, professionalism and transparency.

In short, it is a question of facing the challenge of joining forces to multiply the results.

This, in my view, is one of the essential keys today. Implementing the BCN Green Deal involves a series of concrete measures, but it also requires collaboration, coordination and agreement with the private sectors and society as a whole.

It is not just a matter of proposing a new economic agenda for Barcelona. It is also about calling on all sectors of the city to position ourselves so we can make it possible and work together, as we have done in the past and have to do again in the future.

If we aim to ensure that Barcelona takes advantage of the opportunities of this decade, in order to become one of the best cities in the world from the point of view of talent, quality of life and economic activity, we must unite, believe that it is possible and make it possible.

By working together we will make Barcelona unstoppable.

BARCELONA, JANUARY 2020



**Ajuntament
de Barcelona**